

RESPONSE TO

505 W. CHAPEL HILL STREET DISPOSITION

REQUEST FOR QUALIFICATIONS

November 8, 2021



SILVERSTEIN
PROPERTIES





Attention: Stacey Poston
Assistant Director, Project Delivery & Sustainability
General Services Department, City of Durham
2011 Fay Street
Durham, NC 27704

Dear Ms. Poston:

We are pleased to submit our qualifications for the development of a new mixed-use Project in the City of Durham. This Project is immensely important to advancing Downtown Durham's evolution into the primary urban center of the rapidly growing Research Triangle region.

Thoughtful development of this full city block will be important in further establishing Durham as a global leader in life science research and innovation, augmenting the local inventory of affordable housing, and defining Downtown Durham's architectural and urban context. In addition to having proven itself as a bulwark of stability in real estate throughout the pandemic, the life science industry has added economic value and diversity in areas throughout the country. The continued development of life science facilities and companies in the Research Triangle will be critical for the future of the city's local economy and global stature, but we are also very conscientious of the City's and community's more immediate needs. One critical area of our focus is the provision of high-quality affordable rental housing to mitigate the pressures of urban development on the underserved sections of the local community in a manner that allows us to optimize both for our positive impact on low-income families and for financial feasibility.

Another critical priority of our approach will be to leverage our deep experience in structuring and executing site control instruments with both public and private landowners to achieve an agreement for the Site that both maximizes the City's financial outcome and grants the development team the conditions it needs to create a new node of urban life and activity that will help define the character of Downtown Durham. These critical issues will be approached with care, and are addressed in the responses provided in this Request for Qualifications.

We are submitting our qualifications as a co-master developers, commercial developer, and residential developer for the Project. As you will read in our proposal, we bring significant development experience in commercial and residential projects. As developers, owners and property managers, Silverstein Properties has deep experience across project life cycles. We have developed and managed Class-A office towers, luxury residential properties, hotels, suburban office centers, shopping centers, and build-to-suit projects for the U.S. Government.

If selected for this opportunity, Silverstein and Hayti Reborn, LLC will partner to develop this Project. Hayti Reborn is an initiative aimed at creating shared economic prosperity within Durham's Hayti community that also serves as a model for other historically black communities around Durham, and other urban areas across the US and even the world. Hayti Reborn grew out of a vision to develop a state-of-the-art mixed-use project that would serve as a model for other equitable economic development undertakings, with Durham as the first "equitable teaching city."

Both firms bring a breadth of experience in identifying and coordinating a best-in-class team to balance input from community stakeholders, elected officials and various proposed user groups to create a harmonious development. Silverstein and the Hayti Reborn Team will bring to this Project a vertically integrated, dedicated team of real estate professionals who have experience in planning, building, leasing and operating dynamic mixed-use projects. Our approach involves the commitment of our senior leadership to provide ongoing strategic planning and communication with stakeholders. We also recognize that development is a local business, and we intend to partner with groups native to the Research Triangle who will help us execute a business plan that incorporates our ESG and DEI corporate ideals.



Throughout Silverstein's 60+-year history, we have worked collaboratively with the many communities where our firm builds, owns and manages real estate. If selected for this Project, we plan to do the same with the Durham community. In addition, we will build diversity and inclusion on the Project through a specifically designed and customized diversity procurement solution.

Over the past two decades, Silverstein has been involved in every aspect of the World Trade Center (WTC) complex and has remained committed to completing the vision. This large, complex project exemplifies Silverstein's experience in master plan development, multi-stakeholder engagement and complicated financing. It has been a long, difficult, but fulfilling journey, and we are very proud of our contributions, as well as our excellent working relationship with public agencies including the Port Authority of New York and New Jersey, the City and State of New York, and the Lower Manhattan Development Corporation ("LMDC"). Thanks to our collective efforts, the new WTC has come alive as an energetic public space with timeless architecture – and is home to some of the city's most exciting companies.

Following our successful conversion of the Hudson Research Center in Manhattan from traditional office to life science, we have continued to pursue national opportunities in emerging life science clusters where we can support their growth and success. In the spring, we broke ground on a life science building in Philadelphia with the Wistar Institute and Ben Franklin Technology Partners as our initial tenants.

We are moving forward with a vast, neighborhood-enhancing project in Astoria, Queens that will add 2,700 mixed-income housing units, a complement of community facilities, new grammar school, and a multitude of pedestrian-friendly public spaces across five city blocks in a major public-private effort. Last year, we won a bid to develop 5 WTC in partnership with the Port Authority and LMDC, the first residential project on the WTC campus that will include a significant affordable housing component and a community facility. It will generate thousands of jobs and fuel billions of dollars in economic output. In Philadelphia, we are also serving as the master developers of a large-scale mixed-use development on the Delaware River expected to yield up to 1.5 million square feet of total residential and commercial space, including up to 1,300 residential units. We have also become active on the West Coast. Last year we purchased US Bank Tower, the third-tallest building west of the Mississippi River, and we are also the developers of a nearly 400-unit apartment tower steps from Amazon's downtown campus. Our lending platform also originated the largest construction loan in the history of Bellevue, Washington to capitalize the development of Avenue Bellevue, a two-tower, mixed-use urban placemaking project. As our operations have expanded across the US, our organization has developed the ability to execute outside of our hometown by integrating local boots on the ground with the latest monitoring and reporting technologies to ensure the timely and cost-efficient delivery of all of our projects.

We have lived up to our commitments to be good neighbors, first-class developers and dependable investment partners in every respect. We hope to earn the privilege to further our contributions by providing a world-class facility in which vibrant and varied groups will innovate novel and much-needed solutions. We believe that our experience in developing large, complex campuses, including the WTC in New York, as well as our life science expertise makes us an ideal strategic partner for the City of Durham on this Project. Together, Silverstein and the Hayti Reborn Team will leverage our working knowledge and our relationships to ensure we build on previous work to create a more equitable Durham, while delivering a fresh perspective from our experienced team members.

Thank you for the opportunity to submit our proposal. We look forward to advancing in this exciting process. Please do not hesitate to contact us if you have any questions.

Marty Burger
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Henry McKoy, Jr. Ph.D.
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DEVELOPMENT FIRM QUALIFICATIONS

Visionary Developer

Silverstein Properties is a privately held, family real estate development, investment and management firm, headquartered in New York with properties across the US. Since 1957 we have developed, managed and owned over 40 million square feet of office, residential, hotel and retail space, including the World Trade Center in Downtown Manhattan.

We enhance our communities by creating sustainable, hospitality-driven, health-oriented developments and operating properties. Silverstein pioneers and integrates advanced technology platforms to create a seamless and safe environment for work and personal lifestyle. We strive to anticipate change, capture the future, and turn workspaces and homes into experiential assets.

Silverstein believes in reflecting the constituencies we serve. Diversity brings better perspective, creativity and solutions for our communities. We embrace our differences, and cultivate a culture of inclusivity, collaboration, transparency and respect. We are committed to creating the optimal environment for our employees, so they can thrive both personally and professionally.

Loyalty to our clients, investors, partners and tenants is vital to our success. We seek to go beyond the tangible, remove pain points, provide excellent service, and continually fine tune and enhance the sanctuary of the human habitat and workspace. Silverstein designs and plans with a focus on the people that will be inhabiting and working in our spaces.

The blueprint of our DNA is humanity, and our success offers a platform for bettering the world. Philanthropy and providing for those in need remains a top priority. We consider ourselves impactful to the extent that we can improve our communities and make the world a better place for future generations. Our strength and stability stems from the values that serve as our corporate touchstone. Our definition of success extends far beyond our bottom line. The Silverstein footprint serves as a vehicle to create positive change across the world.



World Trade Center Complex, New York, NY



Four Seasons Resort Orlando, Orlando, FL

DEVELOPMENT FIRM QUALIFICATIONS

Experienced Team

Our vertically integrated in-house professionals dedicated to developing thriving and balanced commercial, residential and life science projects combined with our ability to attract and lead the best consultant teams as well as our global financial reach to capitalize large, complex projects make our proposal the ideal selection to serve the Project's goals: a large, complex development for which constant communication, collaboration and ingenuity will be essential to its success.

We have six decades of in-house experience and over 425 employees who manage all aspects of development, acquisitions and management of real estate assets. These disciplines include operational management, asset management, office leasing, residential rental and sales, zoning approvals, construction management, acquisitions, finance, accounting, risk management, marketing, public and community relations, and real estate technology and innovation.

Our experience spans product types and geographic regions. Our specialty is developing large, complex projects, building communities and creating placemaking opportunities. Silverstein possesses the financial wherewithal and demonstrated ability to secure a long-term view of enhancing neighborhoods through thoughtful planning, programming, design and construction management, while incorporating operational differentiators and sustainability features.

Our firm is known for developing exceptional projects, industry innovation, building communities, and providing superior services that enhance value for investors and quality of life for tenants. Currently, Silverstein owns and operates a portfolio of high-quality assets valued at approximately \$10 billion, with nearly 16 million SF of commercial, residential and retail space spread across ten office towers in Manhattan, Philadelphia and Los Angeles -- with more than 500 office tenants -- and 2,280 residential units including 500 affordable housing apartments and corporate suites. Silverstein has 9 million square feet of development underway.



1735 Market Street, Philadelphia, PA



US Bank Tower, Los Angeles, CA

DEVELOPMENT FIRM QUALIFICATIONS

Strategic Planning

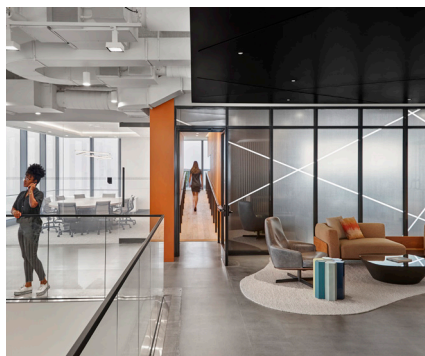
We are committed to the planning process – putting in the time and resources to arrive at the best possible solution. The rebuilding of the World Trade Center provides examples of this effort. When the team undertook the rebuilding of 7 WTC immediately after 9/11, there were no universally accepted standards in the U.S. for secure design of private sector facilities. We worked with the professional and academic communities to develop a set of standards to guide the design, and five years after 9/11, 7 WTC opened as the first green office tower in New York City and one of the safest buildings ever built. It served as a model not just for the other WTC buildings, but also for the modern American skyscraper.

We spend significant time and effort in planning the execution of a project. This planning includes defining the project organization and responsibilities; identifying critical issues, developing a design brief and a project manual; assessing the resources required and establishing milestones. As an exercise this process is distinct from scheduling. At the WTC, this upfront planning allowed for the completion in 18 months of the full design (including construction

documents) of 8.5 million square feet of complex office buildings using three world-class architecture firms and a team of 30+ consultants

Development Capabilities

We have tremendous in-house expertise managing construction of mega-projects to budget and schedule. The firm possesses significant financial strength and a demonstrated ability to transform cities and neighborhoods through thoughtful planning, programming, design and construction management, while also incorporating cutting-edge security and sustainability features. SP's design and construction professionals offer comprehensive project management, technical and business expertise and have held leadership positions with many globally recognized firms. Our development managers oversee all consultants and contractors in the documentation, scheduling and quality-control of all materials produced. Some of our notable development projects include: 7 WTC (2006), 4 WTC (2013), Four Seasons Walt Disney Resort (2014), the Four Seasons Downtown and 30 Park Place (2016), One West End (2017) and 3 WTC (2018).



3 World Trade Center, New York, NY

DEVELOPMENT FIRM QUALIFICATIONS

Experience in Public Private Partnerships (PPP)

Six weeks before 9/11, Silverstein leased the 10 million square feet of office space at the World Trade Center. After the attacks, Silverstein became responsible for the reconstruction of the office space at the World Trade Center site, as well as at 7 WTC, an adjacent Silverstein-owned building that had also been destroyed on 9/11. The WTC rebuilding program is a more than \$30 Billion PPP effort developed in close cooperation with the Port Authority, the State and City of New York, and countless other public agencies. It has been described as one of the most visible and complex real estate developments ever undertaken. Over the past 20 years, Silverstein has been involved in every aspect of the project. This historic effort called on expertise in an incredible range of disciplines – everything from master planning and design (for the public spaces, retail, and infrastructure, as well as office space), to finance, construction management, marketing, leasing and community relations.

To date, the WTC effort has yielded four completed office buildings totaling nearly 10 million SF (7, One, 4 and 3 WTC); the WTC Transportation Hub; 500,000 SF of retail; a Memorial Plaza and Museum attracting several million visitors annually; and completely redone utilities, streets and public infrastructure. Silverstein is currently developing 2 WTC, an office building expected to yield 3 million square feet of state-of-the-art office space, and 5 WTC, the only residential project on the site with a substantial portion devoted to affordable housing and community programming.

Another notable PPP development of Silverstein's is the Ronald Reagan Federal Office Building in Washington, DC. Silverstein developed the 3.1 million square foot building – the second largest, after the Pentagon, in the Federal government's portfolio – on behalf of the U.S. General Services Administration (GSA). Completed in 1998, the building is notable for its 5.7-acre floor plates (five above and five below-grade), and the underground passageways connecting it to the Federal Triangle Metro Station, other office buildings, and the Smithsonian museums.

National Presence

Silverstein has a demonstrated an ability to build teams and successfully execute in markets outside New York. In developing the Four Seasons Resort in Orlando between 2011-2014, we relocated key staff to develop the project. We would utilize a similar management strategy approach, particularly during the construction phase, if awarded this opportunity.

In the past three years, we have established our expertise beyond New York through acquiring 1735 Market Street -- Philadelphia's fourth largest tower; the iconic U.S. Bank Tower in Downtown Los Angeles and a future residential development site in Downtown Seattle; providing development advisory services and a construction loan for a mixed-use project in downtown Bellevue, Washington; commencing construction on APEX@meadows in Las Vegas, a five-story multifamily apartment development, and on 3.0 University Place, a lab and office building in University City, Philadelphia.

In 2019, we established a joint venture with Cantor Fitzgerald to acquire and develop real estate projects located in Opportunity Zones. Currently, the fund has three active commercial and residential projects in Las Vegas, Philadelphia and Astoria, Queens for which Silverstein will serve as developer.



Ronald Reagan Federal Office Building, Washington, DC



DEVELOPMENT FIRM QUALIFICATIONS

Residential Developments & Affordable Housing

With our planned development of 5 WTC, we are proud to work with our government partners to deliver 300 deeply affordable homes, with no public subsidy, in a community that badly needs them. 5 WTC will also provide needed market-rate housing and community and public amenity spaces, helping complete the exciting revitalization of the World Trade Center and Lower Manhattan.

Silverstein is currently in the early phase of developing a major neighborhood enhancement

project in Astoria, Queens known as InnovationQNS that is expected to include 2,845 mixed-income apartments, including 725 permanently affordable and senior apartments. One block away, we are also developing a 13-story mixed-use building with 354 residences including a substantial portion of affordable housing at 44-01 Northern Boulevard.

In Las Vegas, we are currently building a 334-unit residential project known as Apex@Meadows which is expected to open in 2023.



Apex@Meadows, Las Vegas, NV



InnovationQNS, Astoria, NY

DEVELOPMENT FIRM QUALIFICATIONS

Life Science Expertise

Understanding the speed that technology and innovation advance, we have designed our life science projects with the flexibility to meet tenants' changing needs. Silverstein's experience in converting the Hudson Research Center has established us as a leader in emerging life science clusters in New York. We are confident in our ability to add the same value for this Project.

Our environmentally sustainable, multi-purpose life science building in Philadelphia, 3.0 University Place, will incorporate a full suite of services, from incubator to manufacturing with a focus on programming and collaboration through our partnership with the Wistar Institute. By leveraging our in-house specialists including design, construction, development, MEP, and operations along with a team of consultants, we can forecast capital improvement plans for our assets to provide a desirable workplace for our tenants.

We are in the planning stages to develop Hudson Yards Research Campus (HYRC), a 1.1 million SF urban office and life science hub -- the single largest research facility in Manhattan's life science market. It is planned to incorporate an incubator and third party-operated common vivarium. HYRC's scale and programming will offer the entire spectrum of life science companies, from seed-stage startups to global pharmaceutical firms and the opportunity to collocate in a self-contained microcluster.

Financial & Institutional Partners

One of our greatest assets is financial strength and expertise. With reliable and consistent sources of capital from domestic and international banks, pension funds, sovereign wealth funds, hedge funds, insurance companies, high-net worth individuals and private equity funds, we have secured billions in debt and equity investments to finance development projects and acquisitions and refinance existing properties. We have a track record of efficiently and effectively capitalizing some of the largest projects in the US. A key factor to this success has been strong relationships with partners and stakeholders, and commitment to open and transparent communication.



Hudson Yards Research Campus, New York, NY

DEVELOPMENT FIRM QUALIFICATIONS

Expanding Beyond Real Estate

As our operations department worked around the clock to keep our office and residential buildings open and fully operational during the pandemic, we were developing a comprehensive plan for how to best keep our tenants and their employees safe when they eventually returned to the office. We created a suite of new technology including specialized apps and software to mitigate any risk. Our workplace-management system developed by our tech startup, Dojo, helps maximize social distancing and monitors air quality within buildings, among other functions.

In recent years, Silverstein has expanded into new business platforms including lending, co-working, technology, and venture capital. Since its inception in 2018, Silverstein Capital Partners (SCP) -- our lending platform. In April 2021, SCP completed a \$700 million construction loan on Avenue Bellevue, a 1.1 million-SF mixed-use project in Washington State. The transaction marked SCP's first construction financing loan on the West Coast and the largest recorded in the United States since the start of the pandemic. Since its inception in 2018, SCP has committed \$1.9 billion across 9 active projects in New York, Austin, Boston, Miami, and Seattle.

Silverstein's own Inspire app provides tenants with hospitality and concierge services, including contactless food delivery and a range of wellness

programming, from yoga classes to cooking demos to game nights. It is a testament to the entire organization that Silverstein has been able to produce such a robust, customer-centric platform that will ultimately serve the needs of every Silverstein customer throughout our portfolio in Manhattan, Philadelphia and Los Angeles.

Community-Oriented Developments

Even before the nearly two-decade effort to rebuild the WTC, Silverstein was known for investing heavily in under-appreciated neighborhoods and working with local stakeholders to help these areas realize their potential. While the firm has expanded significantly in recent years, the hallmarks of the firm's business model and its culture of integrity and transparency remain the same.

In conjunction with a select group of investment and development partners, Silverstein is currently involved in neighborhood-oriented developments in Queens, Jersey City, and the Upper West Side. As we have done so many times before, our community outreach and engagement for this Project would adhere to the same approach. The team would introduce the Projects to a wide variety of community groups, seek input from key stakeholders early in the process, and strive to minimize the impact of the development process on the surrounding neighborhoods.



Avenue Bellevue, Bellevue, WA



DEVELOPMENT FIRM QUALIFICATIONS

Local Partner: Hayti Reborn, LLC

Hayti Reborn, LLC is a newly formed corporation established specifically for the purpose of engaging in real estate development within the historic Hayti community of Durham, with its core mission being shared prosperity for those long connected to that community.

Its broader goal is to take on ambitious and successful real estate development projects in low-to-moderate income and minority communities that can serve as a model for other developments. Its “equity-by-design” model aims to lead the effort to undertake economic development in depressed areas without forced gentrification.

Director of Hayti Reborn, Dr. Henry C. McKoy, Jr., is considered by many as the leading thinker and

researcher in the area of inclusive and equitable entrepreneurial ecosystems. He has been working with real estate developments that include mixed-use, residential, affordable housing, and nonresidential development in various leadership capacities for more than 25 years.

The firm comprises a team of nearly 50 members, and partnering organizations, that move the vision forward. Of these team members: 91% are black; 7% are white; and 2% are Latino. 57% are women and 43% are men. This includes 51% black women and 42% black men. 33% live or work in Hayti full-time, 72% live and operate in Durham, 92% live in the Raleigh-Durham MSA, and 98% live and operate in North Carolina. Several team members were born and raised in the historic Hayti community of Durham.



Dr. Henry C. McKoy, Jr., Director of Hayti Reborn



Durham, NC

DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



MARTY BURGER

Chief Executive Officer (CEO), Silverstein Properties

Role: Steering Committee Member

Marty leads the company's day-to-day activities and focuses on its acquisition, development and financing efforts in the US and abroad. Prior to joining Silverstein, he was President and CEO of Artisan Real Estate Ventures, a company he founded in 2006. Prior to Artisan, he spent 15 years at Related, including serving as President of Related Las Vegas and Executive Vice President of The Related Companies. From 1994 to 1997, he was a Vice President at The Blackstone Group working on acquisitions for its first three real estate opportunity funds. From 1993 to 1994, he worked for Goldman Sachs' Whitehall Real Estate funds, also on the acquisition side. Prior to that, Marty spent five years at The Related Companies where he was a Vice President of Development and Acquisitions.

Marty received a Bachelor of Science degree in Economics from the Wharton School of the University of Pennsylvania. He is a Trustee and a Governor of the Urban Land Institute, a member of the Global Board, and formerly a member of the America's Executive Committee, the Chairman of the New York District Council, and Chairman of his Urban Development Mixed-Use Council. He is on the Executive Committee of the Zell/Lurie Real Estate Center at the Wharton School of the University of Pennsylvania, an Advisory Board Member of the Center for Real Estate and Finance at Cornell University, the Advisory Board of the New York University Schack Institute of Real Estate, and the Policy Advisory Board of the Fisher Center for Real Estate at the Haas School of Business at UC Berkeley. He is an active member of the Real Estate Roundtable in Washington, DC, and is on the Directors' Advisory Council and the New York City Mortgage Committee of the M&T Bank.



JASON KAUFMAN

Managing Director & Head of Fund Management, Silverstein Properties

Role: Steering Committee Member

Jason is responsible for acquisitions, capital markets and real estate development activities totaling over \$10 billion across product types. He is a member of the company's Management Committee and Investment Committee, co-founder of Silverstein Capital Partners and head of the Opportunity Zone Fund and Silverstein's national life science initiatives.

Prior to joining Silverstein, Jason was the Director of Acquisitions & Asset Management at Jadam Equities Ltd, a family office with \$3 billion under management and worked for Newmark Knight Frank in Financial Services underwriting leasing and investment sales transactions. He started his career at Pricewaterhouse Coopers as a real estate consultant for REITs and lenders of single-asset CMBS securitizations. Jason attended the Ross School at the University of Michigan and earned a BBA with a concentration in Real Estate Finance. He subsequently earned a Certificate in Building Construction Technology from the New York University Schack Institute of Real Estate and an Advanced Certificate in Housing, Urban Policy & Planning from the Robert F Wagner Graduate School of Public Service at New York University.

Jason is actively involved in the Urban Land Institute as a leadership chairperson of the national Urban Development and Mixed-Use Council (Blue Flight), member of the New York development council, and a member of the Urban Land Institute NEXT steering committee nationally. He keeps close ties with his alma matter as an Advisory Board Member of the Ross Business School Real Estate Investment Fund and is the founding member of the University of Michigan Real Estate Group in New York. Jason is also a Greater NY advisor to the President of the Prospect Park Alliance.



DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



HENRY MCKOY, JR., PH.D.

Director, Hayti Reborn, LLC

Role: Strategic Partner

Dr. McKoy is Director of Hayti Reborn, LLC, a firm focused on equitable real estate and community development. He serves as Faculty Entrepreneurship Lead, Director of Entrepreneurship, and Director of the Eagle Angel Network at NCCU School of Business, as well as the founding Director of the Entrepreneurship Ecosystem Research Clinic and Lab.

Dr. McKoy is the former Assistant Secretary of Commerce for the state of North Carolina as part of the cabinet of Governor Beverly Perdue. In Commerce, he oversaw Community Development as the top community economic development professional in the state. His division, encompassed Urban Development, Rural Development, Community Planning, Community Investment, and the Appalachian Regional Commission, with more than 100 employees, managing a community development portfolio of over \$1 billion dollars in investments across hundreds of projects in 100 counties for low-moderate income communities.

Before entering state government, he was a business and banking leader with more than 15 years of retail and commercial banking experience, community financial development, charitable and community service. Dr. McKoy began his career in banking in Durham at Central Carolina Bank (now Truist), where he worked with the bank's largest developers throughout the construction process to ensure timely execution of projects. During his early years in banking, he worked with to ensure that projects were appropriately capitalized, environmentally sustainable, and equitable for the local community. He would later be engaged as a strategic partner on a number of large-scale real estate projects in the Research Triangle Region, including one of the first LEED certified buildings in North Carolina.

Dr. McKoy studied computer science, economics, and business at the University of North Carolina at Chapel Hill, where he holds a BSBA from Kenan-Flagler Business School; a Master's Degree from Duke University's Nicholas School of the Environment; and a Doctorate in Entrepreneurship, Economic Development and Impact Investing from UNC-Chapel Hill's Department of City and Regional Planning.



BRIAN COLLINS

Executive Vice President & Director of Development, Silverstein Properties

Role: Steering Committee Member

Brian joined Silverstein in 2019 and oversees the development projects across the firm's portfolio. Previously, he was Head of Acquisitions and Development at Fisher Brothers, overseeing \$1.5 billion in development of residential properties in New York City and Washington, DC.

Prior to joining Fisher Brothers, Brian was President of Intrawest, one of the largest resort owner/operators and real estate development companies in North America. As President, Brian oversaw all real estate activities worldwide. Before Intrawest, Brian was the founder of Colgate Development, a development company which specialized in the development of luxury hotels and condominiums. Under Brian's leadership, Colgate developed several hotels and residential properties including The Ritz-Carlton in Charlotte, NC and the Residences at The Ritz-Carlton, Philadelphia.

Brian started his career in real estate development as a principal and COO of Millennium Partners. Overseeing the commercial components of Millennium's projects, Brian was responsible for the development of The Ritz-Carlton hotels in New York, Boston and Washington and the Four Seasons hotels in San Francisco and Miami as well as five Sport Club/LA facilities, office space, movies theatres and parking garages.

Brian is an active member of the Urban Land Institute where he serves as vice chairman for ULI New York. He is also active in numerous New York real estate groups and councils. Brian holds a Bachelor of Science degree in Economics from Colgate University and a Master's in Accounting from NYU.



DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



MALCOLM WILLIAMS

Vice President, Development, Silverstein Properties

Role: Development Manager

Malcolm is a member of the Construction Executive team that managed the overall development efforts of the WTC office towers, the West End project on Manhattan's Upper West Side, and 30 Park Place. He is currently managing SP's first ground up life science project in Philadelphia, 3.0 University Place. He is also part of the team working to move forward with SP's development activities in the Jersey City area as well as Avenue Bellevue in Bellevue, Washington.

Prior to joining Silverstein, he served as an owner/property manager in New York, and as owner of BIMA, Inc., a general contractor and property manager. He has a BS in Biological Sciences from Hampton University, and an MS in Construction Management with an emphasis in Executive Management from New York University.

He serves on the board of directors of two non-profit organizations - the Brooklyn Children's Museum in the Crown Heights neighborhood of Brooklyn and The Community Builders, an affordable housing developer based in Boston.



DAVID WORSLEY

Executive Vice President, Construction, Silverstein Properties

Role: Director of Design & Construction

David is responsible for overseeing construction for all projects undertaken by the Silverstein organization, including rebuilding the World Trade Center. David has over 35 years of experience in the industry and has been with Silverstein for 15 years. He is experienced as a builder and design professional, offering a combination of technical and business expertise. His responsibilities have ranged from individual projects to overall corporate responsibility.

Prior to joining Silverstein, David served as Project Executive for the Related Companies overseeing the construction of the 2.8-million-SF Time Warner Center complex. Earlier in his career, he held senior level positions with industry-leading construction management firms overseeing the construction of a variety of large-scale urban projects. He began his career as a structural engineer designing high-rise office buildings and is a licensed Professional Engineer. He is a graduate of Cornell University, where he earned a Master of Engineering, Structural Engineering and a BS in Civil Engineering.



SCOTT THOMPSON

Senior Vice President, Construction, Silverstein Properties

Role: Senior Construction Manager

Scott has over 30 years of experience in the construction industry including more than a dozen years working with Silverstein. He is responsible for projects from development through completion including budgeting, scheduling, preparation of bid documents, contract negotiation and management, logistics and liaison with consultants, general contractors and subcontractors. Scott was responsible for the completion of 4 WTC, a 2.3 million SF office tower and One West End, a mixed-used residential tower.

Prior to joining Silverstein, he worked for Elad Properties as Vice President of Construction on the Plaza Hotel and for Bovis Lend Lease as a Senior Project Manager on projects including Time Warner Center and The Ritz Carlton Downtown. Prior to Bovis, Scott was a Project Manager for H.R.H construction and oversaw the construction of two Nordstrom Department Stores and a Project Manager for Herbert Construction where he worked on the Brooklyn Academy of Music, New York Hospital, Columbia Presbyterian Medical Center, MOMA Design Store, and Bergdorf Goodman. He graduated from SUNY College of Environmental Science and Forestry at Syracuse University and studied Construction Management at NYU.



DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



ANNETTE TAYLOR

Project Chair, Hayti Reborn, LLC

Annette is a civic leader, public administrator, nonprofit specialist and women's advocate. Currently, she serves as the newly appointed Manager of Minority Business and Community Affairs at the NC Education Lottery. Annette's background includes more than 25 years in workforce development, and the nonprofit and philanthropic arena, directing resources to organizations across North Carolina. Annette has worked at the two largest philanthropic foundations of their kind in North Carolina – the Foundation for the Carolinas and the Blue Cross Blue Shield Foundation. Annette also led the Durham office for Congressman GK Butterfield. In 2017, Annette was appointed by the North Carolina Governor to the statewide Board of the NC Council for Women and Youth, where she is currently the vice-chair. In 2020, she was appointed by the Governor to serve on the statewide Andrea Harris Task Force, which focuses on finding public sector recommendations to racial, social, and economic justice problems in the state. Annette also serves as an adjunct professor and advisory board member in the NCCU Public Administration Department. She offers wisdom and perspective to DGEP team members having been engaged in so many elevated roles of impact.



DIONNE MCGEE

Project Manager, Hayti Reborn, LLC

Dionne is the President & CEO of DG McGee Enterprises. Speaker, and Author, with a ROAR! Dionne and her team help organizations and individuals find their road to leadership and business economic success. DG McGee Enterprises is a Woman-Owned Leadership & Business consulting firm specializing in professional development with a host of business certifications. DG McGee Enterprises is committed to excellence and creating innovative and flexible solutions for their clients. Dionne has 20 plus years of corporate experience, with a decade of those years in the executive suite, leading sales teams and generating multi-million dollar wins. She is the author of "Finding Your ROAR" and Founder of the Coaching Program, R.O.A.R University, which means to be Relentless. Optimistic. Ambitious and Results Driven. She is also an advocate for Diversity, Equity, and Inclusion. She has been featured in Formidable Woman magazine as well as Voyage LA magazine. She was nominated as the Cathy Hughes Businesswoman of the Year (2019). She is an Advisory Board Member for the Women's Business Center of NC and recently, was appointed as a Board of Directors member of the Garner Chamber of Commerce in her own community. She earned her Bachelor of Arts (B.A) from North Carolina Wesleyan College and her Project Management Certification (PMP) in 2011. DG McGee Enterprises is certified as a (DBE) Disadvantaged Business Enterprise for North Carolina, (HUB) Historically Underutilized Business, (SPSF) Small Professional Services Firm, and (MWBE) Minority and Women-Owned Business Enterprise and NC Small Business Enterprise (NC SBE) and is also a Project Management Professional (PMP), ITIL and Scrum Master accredited firm. Dionne leads the DGEP Project Team.



ANDREA LA MONE GOODE

Evaluation Lead, Hayti Reborn, LLC

Andrea is a Fler Center Honors graduate from Salem College and leverages 25 years in marketing and advertising to provide the necessary practitioner perspective clients seek. As an economic cost benefit champion, Andrea analyzes issues such as consumer demand and sales to help companies maximize their profits. She is an expert in examining economic issues to help view cause and effect strategies to solve client strategic gaps. Andrea leverages her skills to help clients monitor legislation and report findings to appropriate parties. Andrea uses her quantitative and qualitative background for exploration of historical trends as vital markers to make accurate forecasts which enable organizations to view the economic impact to formulate business attraction strategies. Andrea is helping DGEP think through its community based and interdisciplinary evaluation strategies, specifically as a means to engage undergraduate scholars from historically black colleges and universities.

DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



NICK PAZICH

Executive Vice President, General Counsel, Silverstein Properties

Role: Legal

Nick has led the negotiation of more than \$5 billion of acquisitions, development, joint venture and financing transactions in the United States, Europe, China, and the Middle East.

He is a co-founder of the Silverstein Properties Regional Center, which was established to promote economic growth, improve regional productivity, create U.S. jobs and secure financing for real estate development projects in and around the New York metropolitan area. Nick was instrumental in the formation of the Cantor Silverstein Opportunity Zone Trust and Silverstein Capital Partners, Silverstein's real estate lending arm.

Prior to joining Silverstein, Nick was a member of the real estate group at Skadden, Arps, Slate, Meagher & Flom LLP. He is a graduate of the University of California, Los Angeles and the University of Southern California School of Law, where he was a member of the Southern California Law Review.



LAI MEI CHAU

Design Manager, Silverstein Properties

Role: Senior Design Manager

Lai Mei is responsible for managing design and engineering consultants for various projects including the Four Seasons New York Downtown, a mixed-use hotel and luxury residence and 4 Hudson Square, Disney's new headquarters in Manhattan.

Prior to joining Silverstein, Lai Mei was a Technical Associate for Skidmore, Owings & Merrill, where she worked on a range of large-scale projects and building types including Memorial Sloan Kettering Cancer Research Center, John Jay College and Baccarat Hotel and Residences. She was responsible for coordinating architectural, planning and engineering design concepts while ensuring compliance to various regulations of local governing agencies to include DASNY, Amtrak, DOT, NYC Department of Buildings. Prior to joining SOM, Lai Mei was a Designer for Gensler in DC, where she developed and worked on innovative workplace design concepts for clients ranging from corporations to tech start-up companies in Virginia, Maryland and the DC area.



ANTWAIN TATE GOODE, PH.D.

Proposal Lead, Hayti Reborn, LLC

Antwain is a leadership architect and benchmark strategist with over 25 years in executive leadership in manufacturing supply chain initiatives for many Fortune 500 companies. He holds a doctorate of philosophy in the field of Organization and Management with a specialization in Leadership from Capella University. His quantitative research study on Authentic Leadership

Theory and Moral Potency Theory provided insight to the Organization and Management body of knowledge, to share insight on executive manager subordinate relationships. To compliment his Ph.D., he holds an MBA from High Point University. Antwain is the creator of The NE3W Leadership Academy which is designed to transform the lives of communities through the three E's = Education, Economics, and Emotion to create generational resident legacy leaders and has recently completed a unique design entitled "Developing Community College Heroes" for the North Carolina Association of Distance Learning professionals which represents the distance learning professors for all 58 North Carolina community colleges. Antwain is leading the effort to produce targeted proposals to the network of interested philanthropic supporters for DGEP. His expertise in curriculum design is a key strategy for moving the learning from DGEP into the broader racial equity ecosystem.



DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



DEREK MANGUM

Real Estate Construction Lead/Project Manager, Hayti Reborn, LLC

Derek, a homegrown Durham native, has embraced the hallmarks of a strong work ethic with successful career choices at Duke University Health Services System as a human resources administrator to a property manager with Ticon Properties – a Durham based residential/commercial property management company and now serving as Vice President at Maverick Partners Realty Services – a Boutique Commercial Real Estate brokerage firm in Downtown Durham. His expanded skillset includes real estate investment, development, and consulting services. Derek credits his achievements to a strong family unit alongside his wife and two young children and rarely turns down a good game of Chess. Derek is tasked with creating a proof of concept for the real estate development aspects of Fayette Place to create DGEP's equity research and development park. These duties include leading efforts through the coordination and collaboration with architects, civil engineers, general contractors, land use attorneys, local population and businesses, organizers, and key leaders.



KEISHA WILLIAMS

Media Lead, Hayti Reborn, LLC

Upon graduating from UNC Greensboro, Keisha began her professional career at General Electric as a Sales Reporting Specialist. From there she transitioned to the Campbell's Soup Company where she successfully facilitated corporate directives and managed accounts for various geographic territories. After receiving her Master of Business Degree from Elon University she joined a design group in New York City where she held the role of Director of New Business Development and Account Manager, then directed business development and consumer behavior for Catalina Marketing in New Jersey. She currently serves as Director of Marketing/Communications for NCCU School of Business. She has developed internal and external creative, copy and strategy that engages stakeholders in strategic and operational objectives. Her greatest joy is having the opportunity to integrate the skills she has acquired through her corporate experience with the planning and execution of various initiatives in academia. Keisha helps to ensure that DGEP's media vendors capture the essence of the effort's messages, allowing for a stronger connection from all who are exposed to and engage in our work.



LA-TASHA BEST GADDY

Engagement Team Lead, Hayti Reborn, LLC

La-Tasha is Chief Strategist of Infinity Bridges Inc and Business Transfers Program Manager at Democracy at Work Institute (DAWI). La-Tasha has over 25 years of experience in the Accounting, Insurance, Financial Services, and Non-Profit Industry Sectors. La-Tasha is a passionate thought leader and entrepreneur. She supports her two teenager's business ventures. She is active within the community and serves on multiple committees and boards. La-Tasha serves as Chairman of Black Business Alliance for Chapel Hill-Carrboro, Facilitator of Durham COVID 19 Collaboration, Board Treasurer of The Collaborative, Board Treasurer and Former Board Chairman of Self-Help Credit Union, Executive Team for City of Durham Small Business Advisory Committee, Treasurer & Co-Founder of NC Employee Ownership Center, and Treasurer of Rebuild Durham. She is a lifelong learner and has multiple certificates and certifications. La-Tasha coordinate the community engagement for Hayti Reborn ensuring the community voice is central to the vision.



DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



ALEX COSIO

Associate, Equity Fund Management, Silverstein Properties

Role: Financial Analysis & Structuring

Alex joined Silverstein in 2020. He focuses on new investment opportunities across the firm's acquisition, development, and fund management business lines.

Prior to joining Silverstein, Alex spent five years at PGIM Real Estate, where he was an Assistant Vice President. He focused on sourcing and executing acquisitions and development opportunities in the Northeastern United States on behalf of PGIM's real estate funds. Alex received a BA in Architecture from the University of Pennsylvania.



BENNETT HELLER

Analyst, Equity Fund Management

Role: Financial Analysis

Bennett focuses on sourcing and executing new investment opportunities for Silverstein's equity fund management businesses, including the Cantor-Silverstein Opportunity Zone Trust (CSOZT).

Prior to joining Silverstein in 2020, Bennett worked as an analyst in the Research Department of Jones Lang LaSalle In New York City, where he tracked and analyzed trends in the New York real estate market and local economy. Bennett holds a BA in Economics from the University of Chicago and an MS in Real Estate Development from Columbia University.



ANITA SCOTT NEVILLE

Community Programming, Hayti Reborn, LLC

Anita is a Durham native who has served the community since her teenage years. As a member of the first class of students to graduate the "forced integration school system" she made civic history in Durham Public Schools by being the first Black student to cross racial barriers in positions she held in the predominantly white school she was assigned. Simultaneously, Anita shadowed her Father who was among the business owners in the historic Hayti District; specifically on Pettigrew Street. Since graduating from UNC Greensboro, Anita's career has been rooted in public service in professions in local and federal government and community development.

Currently, Anita serves as Restorative Practices Coordinator and Equity Champion in the Durham Public Schools system. Her passion and belief in the "science" of restorative practices led her to become a licensed trainer and to complete graduate certification from the International Institute of Restorative Practices (IIRP). On a broader field she serves families and faculties in her role as a trainer on the Peaceful Schools' Staff Development Team. Additionally, Anita serves on the Community Engagement Team for Hayti Reborn and experiences maximum gratitude in this opportunity to revitalize and restore. Anita is also the founder and principle of CommYUnity Matters, LLC, a non-profit collective whose goal is to work with individuals and groups in support of their efforts to address issues that affect their ability to be of maximum service.

Having served in local and federal government in service to a wide variety of constituents, Anita brings to her work an appreciation for the broad scope of community needs that could benefit from a restorative practices platform. Service to groups and families that comprise the core of the community is her primary focus. Anita's self-reflections honor the spirit of "Ubuntu - I am because you are" and her awareness that community matters.



DEVELOPMENT FIRM QUALIFICATIONS: Team Bios



VALONDA CALLOWAY

Media Consultant, Hayti Reborn, LLC

Spokesperson, TV host, and actor — Valonda is always energetic and camera ready. She started in media as a writer and reporter for the Voice Of America radio in Washington, D.C. She then transitioned to television as a news anchor and reporter in North Carolina, including years as weekday morning anchor at WRAL-TV in Raleigh. Valonda honed her hosting chops as host of My Carolina Today/Talk on WNCN in Raleigh. Now, Valonda is an in-demand, freelance, on-camera personality. Valonda coordinates the media strategy for DGEP.



SHAWNA LEMON

IP Attorney, Hayti Reborn, LLC

Shawna is co-managing shareholder of Stanek Lemon. She serves as outside patent counsel to pharmaceutical, biotechnology and medical device management teams and universities where she engages in the formulation and implementation of global patent strategies. In addition to drafting and prosecuting patent applications, Shawna assists clients with intellectual property due diligence, partnering negotiations, licensing, opinion work and she provides trademark assistance. Shawna is also an angel investor and venture fund investor and uses her experience to assist her clients. Shawna serves as the legal counsel/IP Attorney for the DGEP project.



ZAYKIA SMITH

Senior Researcher, Hayti Reborn, LLC

Zakiya recently earned a Bachelor's of Business Administration in Marketing and Entrepreneurship from North Carolina Central University. Her passion for innovating economic development in her hometown, Durham, led her to explore new opportunities in development and redevelopment for multiple counties in North Carolina. Zakiya spent the year following graduation teaching English and leading projects in Morocco. When Covid-19 forced her to return to the states, Zakiya was hired as part of the research team at the Kenan Institute of Private Enterprise at the UNC's Kenan-Flagler Business School to craft and deliver strategic thinking related to redeveloping rural, black communities throughout North Carolina. The bulk of her research is centered around innovating education, housing, and employment policies that promote economic progress for people of color. Her research continues alongside the pursuit of her two master's degrees from Duke's Sanford School of Public Policy and UNC Kenan-Flagler Business School. Zakiya eagerly joined the Hayti Reborn project as a Senior Equity Research Analyst. She's compiling information and data regarding Durham and Hayti's history and producing content for the project site to ensure that Hayti's messaging can adequately scale as the project scales.



MICAH DIALLO

Junior Researcher, Hayti Reborn, LLC

Micah, a Raleigh, North Carolina native, is a graduate in Economics from the University of Miami. Micah is interested in economic empowerment and social justice and plans to eventually pursue a law degree. He serves as Junior Researcher for Hayti Reborn. He is aiding on multiple aspects of the project including website development, and conducting research on corporate commitments to equity. Micah also brings a Generation Z perspective to racial equity, which is critical to the intergenerational nature of the project.

RELEVANT PROJECT EXPERIENCE



HUDSON RESEARCH CENTER

619 West 54th Street, New York, NY

Size: 316,310 SF
Completion: 2022
Cost: \$254 million

Silverstein's foray into life science real estate began in 2017 upon partnering with Taconic Investment Partners to acquire the 10-story building at 619 West 54th Street, with plans to transform the building into a modernized life science and medical office hub known as Hudson Research Center. After the New York Stem Cell Foundation (NYSCF) officially moved to the building in 2017, demand for well-located and modernized life science and medical office space soared amid industry growth and lack of available product. As a result, Silverstein and Taconic established a tailored leasing plan in 2018 to create a pre-built life science and medical office space that directly catered to tenants within these industries.



Starting with the 8th floor of a 10-story building, the partners created a comprehensive 15,000 SF pre-built space that quickly led to an LOI with HiberCell, a newly launched and well-funded biotechnology company that focuses on tumor dormancy detection and treatments, within just one month of revealing the offering. HiberCell executed their lease in early 2019 and moved into their space three months later.

Given the cost of building out wet lab space, it was imperative to develop a wet lab space design that was flexible, modular, and could be easily adapted for most life science tenants. Driven by the success of its pre-built lease with HiberCell on the 8th floor, Silverstein and Taconic are underway with pre-built offerings on the 7th, 9th and 10th floors following a successful \$205 million refinancing that closed in January 2021. Currently, Silverstein and Taconic are planning to build an additional 97K of wet lab for future life science tenants with an expected completion of 2022.

RELEVANT PROJECT EXPERIENCE



3.0 UNIVERSITY PLACE

Philadelphia, PA

	<i>Phase I / Total</i>
Size:	270,000 SF / 1.1 million SF
Completion:	2023 / 2028
Cost:	\$200 million / \$750 million

Silverstein and University Place Associates (UPA) are currently developing, managing and leasing a ground-up, state-of-the-art eight-story lab and office building with 20-30K SF floor plates and 15' slab to slab heights. The purpose-built life science project features wet-lab and office space, including a lab/incubator floor. It is being built to achieve LEED Platinum and WELL v2 Platinum certifications. The project includes a strategic partnership with The Wistar Institute, the nation's first biomedical research institution to curate and attract life science tenants to the building, with space including multifunctional meeting space, programmatic event space and functional lab/office space.

The project is currently under construction and will be completed in 2023. Silverstein is serving as co-developer, providing development services, construction oversight, and leasing expertise. University City sits at the epicenter for the Philadelphia Region's renowned healthcare and education employment sectors and rapidly growing life sciences and biotech industries, with over 55% of the university city workforce dedicated to those areas.

The project's location provides users with direct access to the University of Pennsylvania, Drexel University, and several other medical and research institutions – a key amenity for the many start-up founders and executives who retain their teaching posts. The velocity of inbound leasing inquiries has grown dramatically since groundbreaking in May 2021, with multiple full- and multi-floor proposals under negotiation at or exceeding underwritten rents. Silverstein and UPA are moving forward with plans to develop 4.0 and 5.0 University Place, which are intended to eventually round out a 1.1 million SF urban campus.

RELEVANT PROJECT EXPERIENCE



WORLD TRADE CENTER COMPLEX

New York, NY

Site Owner:	Port Authority of NY & NJ
Size (SF):	7 WTC: 1.7M; 4 WTC: 2.3M; 3 WTC: 2.5M; 2 WTC: 2.8M; 5 WTC: 1.2M
Total Size:	10.5 million SF
Completion:	2002 – 2018; 2 & 5 WTC - TBD
Cost:	7 WTC: \$700 million; 4 WTC: \$1.8 billion; 3 WTC: \$2.5 billion

The interconnected nature of the WTC site and logistics of operating in a dense urban environment created extremely complicated program management requirements. This historic effort called on expertise in an incredible range of disciplines – everything from master planning and design (for the public spaces, retail, and infrastructure, as well as office space), to finance, construction management, operations, marketing, leasing and community relations.



Silverstein's design and construction teams were responsible for the campus management of the WTC which centered around transforming the former 16-acre superblock into a re-integrated network of streets and city blocks that fit contextually into the city fabric. The resulting seven parcels were constructed over an 80-foot basement bathtub that includes all site utilities and related infrastructure to support each campus parcels.

The new WTC has become the commercial heart of the city's hottest neighborhood. Due to the efforts of Silverstein team, Downtown has been reborn as one of the city's fastest-growing neighborhoods. The population has tripled since the rebuilding effort began. Once the exclusive territory of financial and law firms, Downtown is now one of the most desirable areas for creatives – as demonstrated by the representation of creative and technology firms like GroupM, Spotify, and Uber at the WTC.

RELEVANT PROJECT EXPERIENCE



DISNEY NYC HQ

4 Hudson Square, New York, NY

Client: Walt Disney Company
Size: 1.2 million SF
Completion: 2019 – 2023
Cost: \$1.1 billion (core & shell)

Silverstein Properties serves as development manager for the Walt Disney Company's new headquarters in Manhattan which will consolidate the company's local properties including ABC, WABC, DATG, ESPN, Bam Tech and related programs under one state-of-the-art roof.

The new facility will fit seamlessly into the surrounding neighborhood of Hudson Square, a distinguished Lower Manhattan district traditionally affiliated with the publishing and printing industries that is rapidly transforming into a major center for startups, media, and technology, as highlighted by Google's recent commitment to more than 1.7 million SF of new and existing office space.



To help aid the development of Hudson Square's increasingly mixed-use character, the owner-occupied building will contribute ground level retail amenities. With the goal to achieve LEED and Wellness certifications, the building's design is highly sustainable. When complete, Disney's new headquarters will serve the company, the public, and the city for years to come.

RELEVANT PROJECT EXPERIENCE



RIVER PLACE & SILVER TOWERS

650 & 620 West 42nd Street, New York, NY

Size: 2.1 million SF, 2,270 units
Completion: 2001 & 2009
Cost: River Place: \$223 million;
Silver Towers: \$557 million

In 1984, Silverstein first envisioned the potential to transform Manhattan's far west Midtown from an industrial area into a thriving residential neighborhood when the firm purchased the site bound by West 41st and 42nd Streets and 11th and 12th Avenues. For several years, we worked with City and State officials to rezone the area from industrial to multifamily mixed-use and engineered a ZFA for land swap with the Javits Center.

In 1999, we spearheaded development in the area with River Place, followed by Silver Towers in 2009. This 2.1-million-SF residential complex provides 2,270 apartments including 20% designated for low- and medium-income renters, making it one of the largest blocks of affordable housing in Manhattan. The project re-envisioned rentals for the 21st century and served as a model for balanced communities.

The area has undergone a remarkable transformation in recent years that River Place and Silver Towers helped make possible. The project is an example of how Silverstein remains committed to a long-term vision that best serves the community and has the expertise and perseverance to navigate the complexities of bringing about a new kind of development to an area.

Silverstein's long-term planning and vision has paid off. Today, River Place and Silver Towers consistently command rents among the highest in the city, maintain occupancy percentages in the high 90's, and have property values that are many multiples of the initial cost of construction.



RELEVANT PROJECT EXPERIENCE



THE EQUITABLE BUILDING

120 Broadway, New York City

Size: 1.9 million SF
Completion: 2018 – 2019
Cost: \$50 million

Silverstein completed a comprehensive restoration of this landmark building. The program -- designed by one of the building's tenants, Beyer Blinder Belle (BBB) -- to reinvigorate the building's iconic architectural features, carefully returning the public spaces to their original splendor, while offering all the modern conveniences and lifestyle-driven amenities of a 21st-century workplace.

Regarded as the architectural case study that changed New York City's zoning laws, The Equitable Building was built in 1915, purchased by Silverstein in 1981 and declared a city landmark in 1996. The capital improvement program included the restoration of the building's soaring entrances and lobby and 40th floor Bankers Club amenity space. Silverstein reintroduced the original "The Equitable Arcade" in the lobby, enabling pedestrian access through the lobby corridor between Broadway and Nassau Streets, turning 120 Broadway into a public thoroughfare, brimming with life and flooded with natural light.

Our capital improvements not only celebrate the building's rich history and ornate architecture but have also introduced lifestyle-driven amenities that inspire and energize today's workforce. The result has significantly improved our tenant experience, creating a 21st-century workplace with a distinct character. The reimagined Bankers Club, which provides direct access to the building's rooftop retreat, features a curated food hall experience, a gourmet grab & go café, a cocktail bar and a private event space. The space hosts ongoing programming such as food and travel talks, happy hours, film screenings and fitness classes as part of Silverstein's tenant experience program called Inspire, creating an environment that fosters creativity and community.

RELEVANT PROJECT EXPERIENCE



FOUR SEASONS RESORT ORLANDO AT WALT DISNEY WORLD RESORT

Orlando, FL

Size: 660,000 SF, 5 acres of outdoor amenities, 262-acre golf course
Completion: 2011 – 2014
Cost: \$364 million

Opened in August 2014, the 443-room Four Seasons Resort Orlando is an official Walt Disney World (WDW) hotel located in the upscale Golden Oak residential community within the WDW Resort. The lakeside resort was developed by a partnership comprised of Silverstein Properties, Dune Real Estate Partners, and Four Seasons Hotels and Resorts, who also manages the Resort.

Designed during the Great Recession, built on the only land inside WDW not owned by Disney, and financed when construction lending for Florida resorts was non-existent, the Four Seasons Resort Orlando is the largest purpose-built Four Seasons in the world. The project's large, varied scope, a luxury hotel featuring 8 separate buildings across 26.5 acres, a lake, pools, a spa, nature areas, and a golf course, was successfully executed while factoring in conditions of building within WDW and a surrounding residential community under construction.

Beyond achieving coordination of the project's complex infrastructure while remaining on budget and schedule, the level of technology that Four Seasons introduces into their hotels is complex and demanding with respect to engineering, construction, security, and reliability. The project – WDW's first true luxury hotel – has raised the bar for luxury in the area, earning the first AAA 5-Diamond award ever in Orlando. The ability to execute a complex large-scale development project within the Orlando market demonstrates our ability to integrate our team into the local environment to secure project entitlements, approvals and permitting essential to the success of any project.



FINANCIAL CAPABILITY

Firm's History Raising Capital

Silverstein has a distinguished track record of successfully capitalizing large, complex development projects within and beyond the firm's home market of New York City.

The reconstruction and capitalization of the World Trade Center is ongoing, with four towers complete (1, 3, 4, & 7) and two towers currently in predevelopment (2 & 5). Silverstein has raised a variety of debt instruments to finance the reconstruction including conventional construction financing, multiple floats of Liberty Bonds (including the largest-ever unrated US municipal bond deal), and Recovery Zone Bonds.

On Manhattan's 42nd Street, where Silverstein participated in the revitalization of one of the City's most prominent thoroughfares by building nearly 2,300 new residential units, the firm was able to capitalize the development of the first River Place development in 1999 with a construction loan from the Bank of New York and then a decade later was able to raise tax-exempt public bonds via the New York State Housing Finance Agency.

In the context of a post-Financial Crisis economic climate generally unfavorable to hospitality development, Silverstein and its partners Four Seasons Hotels & Resorts & Dune Real Estate Partners successfully capitalized the Four Seasons Orlando with a combination of joint venture equity and construction financing from Banco Inbursa, representing the lender's first US construction loan. As Managing Partner of the venture, Silverstein chose to lead the syndication process in-house rather than engage a capital advisory firm.

Silverstein Properties and its partners plan to capitalize 3.0 University Place with a combination of joint venture equity and a construction loan from Mack Real Estate Credit Strategies.

Identifying Financing Sources

In addition to the firm's own financial resources, Silverstein has access to a broad network of equity investors and lenders including pension funds (domestic & foreign), sovereign wealth funds, insurance companies, private equity fund managers, banks, private debt funds, and U/HNW investors, and is in the process of structuring a discretionary equity vehicle.

Given 505 W Chapel Hill Street's outstanding location within the primary urban core of one of the most attractive markets in the United States, as well as the scale of the potential development opportunity, Silverstein believes that this project will have broad capital markets appeal within both the equity and debt capital markets.

As part of the RFQ response process, Silverstein is providing financial references from two leading institutions, Goldman Sachs and USAA Real Estate, in the pages that follow.

Legal Disclaimers

There is no material litigation that has been filed against the development team or its members related to real estate projects during the past 10 years that would affect respondent's ability to financially fulfill the obligations of the development project.

Respondent does not currently and has not had any loans in default within the past 10 years, and has not filed for bankruptcy, had a project foreclosed on, or faced government fines.



October 26, 2021

Stacey Poston
Assistant Director, Project Delivery & Sustainability
General Services Department, City of Durham
2011 Fay Street
Durham, NC 27704

Dear Ms. Poston,

It is with much enthusiasm that I recommend the services of the Silverstein Organization.

Goldman Sachs and the Silverstein Organization have a long relationship spanning many different business lines.

Goldman Sachs has been pleased to assist Silverstein Organization with numerous real estate financings at the intersection of the public and private sector. Notably, our public sector finance team, which generally covers governmental and non-profit clients, has structured numerous real estate oriented financings for Silverstein and has worked extensively on financings related to the re-development of the World Trade Center (WTC) in New York City. The land beneath the WTC towers is owned by the Port Authority of New York and New Jersey (PANYNJ). In 2009, Goldman Sachs served as sole bookrunner for \$2.6 billion Series 2009AB Multi-Modal Liberty Revenue bonds for to finance the development of WTC Towers 2, 3, and 4 by Silverstein. This transaction was a convertible option bond, which allowed Silverstein to “lock-in” the benefits of the Liberty Bond Program, which was set to expire at the end of 2009. In 2011, Goldman Sachs senior managed three transactions totaling \$2.6 billion: Liberty Bonds for Tower 4, and Liberty Bonds and Recovery Zone Bonds for the development of Tower 3. The Tower 4 bonds were secured by an agreement with the PANYNJ and a lease with the City of New York and the bond proceeds for Tower 3 were escrowed until an ultimate financing plan could be agreed upon by the various participating parties. In 2014, Goldman Sachs served as senior manager on the ultimate \$1.6 billion unrated, fixed-rate bond transaction to finance Tower 3. The transaction was marketed to a broad range of investors, including municipal, high yield, CMBS and real estate buyers. This financing marked a significant milestone toward the completion of the WTC site and a revitalization of Lower Manhattan. The WTC 3 financing was the largest unrated issue in the municipal market according to Bloomberg data, dating back to 1990.

Goldman Sachs has a longstanding advisory relationship with the Silverstein Organization.

Andy Jonas, the Global Head of the Real Estate Business, is a longtime advisor to the company. Earlier this year, GS acted as a joint bookrunner on the Silverstein Organization’s \$250mm IPO for the fintech and proptech-focused SPAC called SilverSPAC.

Goldman Sachs has also worked with Silverstein on a number of mortgage financings. In March 2019, REFG originated a \$311.4 million SASB loan for a joint venture between Silverstein Properties, Arden Group and Migdal Insurance to acquire 1735 Market Street, a 54 story class A office tower in downtown Philadelphia, PA. Goldman also has a repo lending relationship with Silverstein. GS and Silverstein also recently partnered on a \$200mm loan purchase secured by One Clinton in an 80/20 venture.

Please feel free to contact me should you have any questions about this recommendation or our relationship with the Silverstein organization.

Thanks,

Miriam Wheeler
Head of Real Estate Financing
Goldman Sachs

FINANCIAL CAPABILITY



October 29, 2021

Attention: Stacey Poston
Assistant Director, Project Delivery & Sustainability
General Services Department, City of Durham
2011 Fay Street
Durham, NC 27704

**Re: Letter of Reference
Silverstein Properties, LLC**

Dear Ms. Poston:

I am writing this letter in support of Silverstein Properties, LLC for the development of Durham Police Headquarters. The relationship between USAA Real Estate Company and Silverstein has existed for many years across our various debt and equity platforms. In 2021, Silverstein and USAA Real Estate agreed to partner on the development of a project with costs in excess of one-billion dollars, that will activate a full city-block within a major northeast market. USAA Real Estate and Silverstein individually have an accomplished track-record of delivering best-in-class, market leading projects that positively impact communities. Silverstein and USAA Real Estate's like-minded, and shared vision for sustainable, transformative development, that has positive social impacts while meeting objectives for investors created the type of symbiotic relationship we look for in partners and is one we are enthusiastic to continue growing over time.

Silverstein has a world-class team, and our positive experience to-date encompasses all phases of the development cycle including, acquisition, due-diligence, design, development, leasing, financing, construction, and accounting. In all respects and in all phases, the Silverstein team has exhibited exemplary skill, talent, creativity, and integrity. We count Silverstein among the best of the best of our development partners.

I offer my strong recommendation of Silverstein for your requirement. I am available to address any questions you may have and wish you all the best for your project.

Regards,

A handwritten signature in black ink that reads "Carrington Brown".

Carrington Brown
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9830 Colonnade Boulevard, Suite 600
San Antonio, Texas 78230



DEVELOPMENT APPROACH

Approach to Parking & Open Space

We anticipate parking to be located below grade in order to provide maximum flexibility in the planning of the site. We envision open space and pedestrian friendly green-ways to be a priority.

The open space would be created through a careful massing of above-grade structures that would define the street wall perimeter through use of active storefronts with ground level retail and destination food & beverage uses, yet maintain a transparency to an inner open courtyard or market space with amenities for residents and commercial tenants. We would seek to amenitize targeted areas of the outdoor spaces for public events.

The development plan will seek to utilize visual keys and varied building massing to add interest, and to allow for a seamless transition from commercial life science and office occupancies to a more subdued residential zone along the quieter adjacencies.

Approach to Affordable Housing

We believe the successful execution of a residential development requires a carefully developed mix of unit types that provides accessibility to all potential users. Our experience in developing affordable & mixed income housing has taught us the value of providing services and amenities that are attractive, practical, and openly available to all potential residents.

The development plan will seek to meet the targeted affordable housing goals as outlined in the Request for Qualifications, including the provision of a minimum of 80 affordable units on site that are permanently affordable to residents earning 60% of Area Median Income. Silverstein is committed to ensuring that a potential project will address this issue by creating a high-quality, mixed-income community for market rate and affordable renters alike.

Approach to Mixed-Use Program

We believe a development of commercial spaces that offer general flexibility between life science and office occupancies will create the greatest interest among potential tenants.

We have found that offering such flexibility is desirable for users who see their needs evolving over time to accommodate greater or lesser amounts of wet and dry lab functions. This strategy also affords the flexibility for more conventional office function tenants to be accommodated.

Approach to Re-Use of Existing Milton Small

We would consider repositioning the existing building to attract users seeking flexible open space design and introducing inter-floor collaborative spaces. We would also consider the potential for use of at-grade spaces for community facility use.



DEVELOPMENT APPROACH

Approach to Community Engagement

Throughout its 60-year history, Silverstein has worked collaboratively with the many communities within and outside of New York where the firm builds, owns, and manages real estate. From West 42nd Street, Tribeca, historic Lower Manhattan and the new WTC to University City, Philadelphia and Downtown Los Angeles, the team forges strong and productive relationships with local residents, businesses, retailers, educational and non-profit institutions, elected officials, and local artists. They are Silverstein's neighbors, friends, and partners, and they are key to the firm's success. Silverstein understands the importance of community engagement, especially as it relates to development in Downtown Durham.

As the city's exhilarating rejuvenation continues to evolve and progress, we feel it is critical to elevate the local community as a key stakeholder group, especially those populations that have been historically marginalized or excluded, and that major new projects reflect their preferences, needs, and vision as much as possible while contributing to the enrichment of the Downtown environment. As native New Yorkers, we're deeply tapped into the numerous neighborhood communities across

our hometown in which we're involved. Though we do not hold this native position in Durham, our development partner, Hayti Reborn, does.

Hayti Reborn, as a Durham-founded-and-based entity, is a coalition of local leaders, stakeholders, and community members focused on accountability and mutual trust. This partnership of consequence will deepen Silverstein's understanding of the Durham community and its needs, ensuring we will be the best local neighbors and partners imaginable. Hayti Reborn, based on its central position within the Durham community, will ensure that the needs of the City of Durham and its local community are actively involved in the development.

By integrating the "equity-by-design" philosophy of Hayti Reborn's founder, Dr. Henry McKoy, and keeping with our founder Larry Silverstein's good neighbor policy, this effort will do far more than just seek input and keep everyone informed of the work – but will also include our neighbors as we celebrate development milestones, and promote jobs, diversity, clean air, sustainability, quality of life, and equity throughout planning, construction, and operations – long after completion.



EQUAL BUSINESS OPPORTUNITY PROGRAM

As developers, Silverstein and Hayti Reborn strive to communicate project information about specific opportunities as early as possible. Early initiation of dialogue creates the basis for successful relationships and participation between stakeholders, M/UBE, W/UBE, and local businesses.

Soliciting firms through proactive outreach and using internal and external databases is the first of our five-step approach process. We have been doing this successfully for years.

During predevelopment, the project managers will analyze all available databases and local resources for firms that can perform the scopes of work required for the Project. This exercise helps the team develop a comprehensive bidder list of all M/UBE, W/UBE, and local businesses. As part of this process, the project managers and diversity teams

should attend industry specific outreach events and hold Project-specific information sessions.

Where advantageous, we will place advertisements to reach even more firms. Our outreach program is comprehensive in its use of media, phone calls, trade specific sessions, and personal networks to make the local community and diversity groups aware of the Project.

We may also bring on M/UBE, W/UBE consultants to expand its search and increase community awareness of the Project and would involve the Equity & Inclusion Department in the selection process.

Additionally, the following pages include letters of intent for our partnership from groups which will be considered for varying roles in the Project.

Step 1	<ul style="list-style-type: none"> • Proactive outreach • Database research • Strategic alliances with local agencies • Matchmaking with larger contractors
Step 2	<ul style="list-style-type: none"> • Reduced barrier strategies • Bid package analysis • Prequalification and certification assistance
Step 3	<ul style="list-style-type: none"> • Preliminary bid meetings • Bid notifications • Technical assistance • Post bid results
Step 4	<ul style="list-style-type: none"> • Preconstruction meetings • Progress meetings • Payment schedules and audits • MWBE tracking and monitoring
Step 5	<ul style="list-style-type: none"> • Post-project debrief • Identify future collaborations • Ongoing communication



EQUAL BUSINESS OPPORTUNITY PROGRAM: Participation Documentation Form

PARTICIPATION DOCUMENTATION FORM

(TO BE COMPLETED BY PRIME CONSULTANT/CONTRACTOR ONLY)

Names of all firms

Project (including
prime and
subconsultants/sub
- contractors)

Location

UBE
Firm
Yes/No

Nature
of
Participation

% of Project
Work

JC Waller & Associates, PC	Greensboro, NC	Yes (x) No ()	Civil Engineering	TBD
S2 Cost Management LLC	Holly Springs, NC	Yes (x) No ()	Cost Estimation & Feasibility	TBD
Stanek Lemon IP	Raleigh, NC	Yes (x) No ()	Intellectual Property Law	TBD
DG McGee Enterprises	Garner, NC	Yes (x) No ()	Project Management	TBD
Tate Consulting TC, LLC	Winston-Salem, NC	Yes (x) No ()	Strategic Planning	TBD
Infinity Bridges, LLC	Raleigh, NC	Yes (x) No ()	Community Engagement	TBD

TOTAL: TBD

Henry C. McKoy, Jr., PhD

Name - Authorized Officer of Prime Consultant/Contractor Firm (Print/Type)

h.c. mckoy jr.

Signature - Authorized Officer of Prime Consultant/Contractor Firm

11-08-2021

Date



EQUAL BUSINESS OPPORTUNITY PROGRAM: LOI to Perform As a Subconsultant

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☒ Minority (African American, American Indian, Asian or Hispanic) ☐ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>
Civil Engineer	TBD	TBD

The consultant will subcontract TBD % of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$ TBD for the abovework with you, conditioned upon your execution of a contract with the City of Durham.

Name: Juhann Waller

Title: CEO

Company: JC Waller & Associates, PC Telephone: 336-697-2637

Address: 7-L Dundas Circle, Greensboro, NC 27407 <https://www.jcwaller.com/>

Signature: Juhann Waller



EQUAL BUSINESS OPPORTUNITY PROGRAM: LOI to Perform As a Subconsultant

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☒ Minority (African American, American Indian, Asian or Hispanic) ☐ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>
Cost Estimation & Feasibility	TBD	TBD

The consultant will subcontract TBD % of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$ TBD for the abovework with you, conditioned upon your execution of a contract with the City of Durham.

Name: Sandy Gray

Title: Director

Company: S2 Cost Management LLC

Telephone: 919-348-3075

Address: 300 S. Main St., Suite 212, Holly Springs, NC 27540 <http://s2costmanagement.com/>

Signature: Sandy Gray



EQUAL BUSINESS OPPORTUNITY PROGRAM: LOI to Perform As a Subconsultant

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☐ Minority (African American, American Indian, Asian or Hispanic) ☒ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>
Intellectual Property Law	TBD	TBD

The consultant will subcontract TBD % of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$ TBD for the abovework with you, conditioned upon your execution of a contract with the City of Durham.

Name: Shawna Lemon

Title: Partner

Company: Stanek Lemon Intellectual Property Law Telephone: 919-944-4006

Address: 982 Trinity Rd., Raleigh, NC 27607 <https://www.staneklemon.com/>

Signature: Shawna Lemon _____



EQUAL BUSINESS OPPORTUNITY PROGRAM: LOI to Perform As a Subconsultant

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☒ Minority (African American, American Indian, Asian or Hispanic) ☐ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>
Project Management	TBD	TBD

The consultant will subcontract TBD % of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$ TBD for the abovework with you, conditioned upon your execution of a contract with the City of Durham.

Name: Dionne McGee

Title: President

Company: DC McGee Enterprises, LLC Telephone: 919-812-6635

Address: PO Box 2293, Garner, NC 27529 Garner, NC 27529 <https://dgmccgee.com/>

Signature: *Dionne McGee*



EQUAL BUSINESS OPPORTUNITY PROGRAM: LOI to Perform As a Subconsultant

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☒ Minority (African American, American Indian, Asian or Hispanic) ☐ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>
Strategic Planning	TBD	TBD

The consultant will subcontract TBD % of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$ TBD for the abovework with you, conditioned upon your execution of a contract with the City of Durham.

Name: Antwain Tate Goode, Ph.D. Title: President

Company: Tate Consulting TC, LLC Telephone: 336-464-3130

Address: 1922 S. Martin Luther King Jr. Drive, Suite 242 Winston-Salem, NC 27107 <https://www.tateconsulting.org/>

Signature: Antwain Tate Goode, Ph.D.



EQUAL BUSINESS OPPORTUNITY PROGRAM: LOI to Perform As a Subconsultant

LETTER OF INTENT TO PERFORM AS A SUBCONSULTANT

The undersigned intends to perform work in connection with the above project as a UBE:

☒ Minority (African American, American Indian, Asian or Hispanic) ☐ Woman

The UBE status of the undersigned is certified if identified as HUB certified by the N.C. Department of Administration HUB Office, minority or women certified by the N.C. Department of Transportation and 8(a) certified by the U.S. Small Business Administration.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

You have projected the following commencement date for such work, and the undersigned is projecting completion of such work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>
Community Engagement	TBD	TBD

The consultant will subcontract TBD % of the dollar value of this contract to UBE subconsultant.

The undersigned will enter into a formal agreement in the amount of \$ TBD for the abovework with you, conditioned upon your execution of a contract with the City of Durham.

Name: La Tasha Best Gaddy

Title: President

Company: Infinity Bridges, Inc.

Telephone: 919-903-6512

Address: 8311 Brier Creek Parkway, Suite 105-271, Raleigh NC 27617 <https://infinitybridges.com/>

Signature: La Tasha Best Gaddy



EQUAL BUSINESS OPPORTUNITY PROGRAM: Contractor Workforce Diversity Questionnaire

- (b) Do you focus any recruitment efforts in the local Durham area?

☒ Yes ☐ No

If, yes, please provide examples how you focus recruitment to the local Durham area:

Our focus area is Durham, so we recruit first from local professionals

- (c) Do you utilize any women/minority-focused LinkedIn groups and/or other professional or non-professional women/minority groups?

☒ Yes ☐ No

If, yes, please provide examples: Hayti Reborn, LLC is minority-led and we are members of numerous women/minority professional and non-professional groups including affinity groups

- (d) Do you regularly recruit from HBCUs (Historically Black Colleges and Universities) and/or other minority-focused colleges and universities?

☒ Yes ☐ No

If, yes, please provide names of the schools: NC Central University, NC A&T, we are connected to all minority serving institutions across North Carolina and across the HBCU network

- (e) Do you attend minority-focused career fairs?

☒ Yes ☐ No

If, yes, please provide names of examples: NCCU has a number of career fairs and programs throughout the year.



EQUAL BUSINESS OPPORTUNITY PROGRAM: Contractor Workforce Diversity Questionnaire

(f) Do you participate in Durham youth internship programs?

X Yes _____ No

If, yes, please provide names of examples: Dr. McKoy is part of Durham Workforce Bd

3. Please list the efforts your company makes to promote or create a more diverse workforce that may not be listed above under question No. 2.

We are intentional about identifying top talent that is diverse and minority

4. Do you believe your business, including all employees, has a diverse workforce?

X Yes _____ No

Enter the total number of employees that work for your business 44_____.

Please provide the reasons why you believe **you have**, or **do not have**, a diverse workforce:

Yes. We are 91% black. 2% Latino. 57% women. 51% black women. 42% black men.

We have justice involved individuals and those of different income backgrounds.

5. How would you characterize the nature of the majority of your workforce:

(a) Professional and skilled (includes technicians and clerical) workers:

X Yes _____ No

(b) Mostly unskilled workers and laborers:

_____ Yes X No



EQUAL BUSINESS OPPORTUNITY PROGRAM: Contractor Workforce Diversity Questionnaire

(c) Mix of professional, skilled and unskilled workers and labors:

X Yes _____ No

6. To assist the City in determining the effectiveness of your diverse workforce hiring practices, please complete the following Employee Breakdown Table(s) to show your current employee diversity breakdown:

[Instructions: Complete Part A for the primary location where the goods and services that are the subject of the bid/proposal are to be made or provided. If the parent company or other locations of the business are providing any substantial portion of the goods or services, then the business must also complete Part B, for the consolidated company.]

Part A – Employee Diversity Breakdown Table for Primary Location

Employment Category	Total Employees	Total Males	Total Females	M-----a-----l-----e-----s					F-----m-----a-----l-----e-----s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger	12	3	9	0	3	0	0	0	0	8	1	0	0
Professional	30	15	15	1	14	0	0	0	2	13	0	0	0
Labor	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerical	2	1	1	0	1	0	0	0	0	1	0	0	0
Totals	44	19	25	1	18	0	0	0	2	22	1	0	0

Part B – Employee Diversity Breakdown for the Consolidated Company

Employment Category	Total Employees	Total Males	Total Females	M-----a-----l-----e-----s					F-----m-----a-----l-----e-----s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger	12	3	9	0	3	0	0	0	0	8	1	0	0
Professional	30	15	15	1	14	0	0	0	2	13	0	0	0
Labor	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerical	2	1	1	0	1	0	0	0	0	1	0	0	0
Totals	44	19	25	1	18	0	0	0	2	22	1	0	0



EQUAL BUSINESS OPPORTUNITY PROGRAM: Contractor Workforce Diversity Questionnaire

- (b) Do you focus any recruitment efforts in the local Durham area?

_____ Yes X _____ No

If, yes, please provide examples how you focus recruitment to the local Durham area:

- (c) Do you utilize any women/minority-focused LinkedIn groups and/or other professional or non-professional women/minority groups?

X _____ Yes _____ No

If, yes, please provide examples: Silverstein Properties is a member of numerous women/minority professional and non-professional groups including affinity groups.

- (d) Do you regularly recruit from HBCUs (Historically Black Colleges and Universities) and/or other minority-focused colleges and universities?

_____ Yes X _____ No

If, yes, please provide names of the schools: _____

- (e) Do you attend minority-focused career fairs?

X _____ Yes _____ No

If, yes, please provide names of examples:

NYU Schack Institute of Real Estate, Columbia Business School, CUNY, SUNY, Syracuse University, University of Pennsylvania, etc.



EQUAL BUSINESS OPPORTUNITY PROGRAM: Contractor Workforce Diversity Questionnaire

(f) Do you participate in Durham youth internship programs?

_____ Yes X _____ No

If, yes, please provide names of examples: _____

3. Please list the efforts your company makes to promote or create a more diverse workforce that may not be listed above under question No. 2.

In recent years, we have been making more of an intentional effort to identify top talent that is diverse. We are using job boards aimed at underrepresented groups, and we are with partnering with organizations that are dedicated to increasing diverse internship opportunities for underrepresented college student that are interested in the commercial real estate industry. We are requiring our recruitment agencies to provide candidate with diverse backgrounds to fill temporary to-permanent positions within the company.

4. Do you believe your business, including all employees, has a diverse workforce?

X _____ Yes _____ No

Enter the total number of employees that work for your business **429**.

Please provide the reasons why you believe **you have**, or **do not have**, a diverse workforce:

We do have a high number of women in leadership roles and an overall diverse workforce.

5. How would you characterize the nature of the majority of your workforce:

(a) Professional and skilled (includes technicians and clerical) workers:

X _____ Yes _____ No

(b) Mostly unskilled workers and laborers:

_____ Yes X _____ No



EQUAL BUSINESS OPPORTUNITY PROGRAM: Contractor Workforce Diversity Questionnaire

(c) Mix of professional, skilled and unskilled workers and labors:

X Yes _____ No

6. To assist the City in determining the effectiveness of your diverse workforce hiring practices, please complete the following Employee Breakdown Table(s) to show your current employee diversity breakdown:

[Instructions: Complete Part A for the primary location where the goods and services that are the subject of the bid/proposal are to be made or provided. If the parent company or other locations of the business are providing any substantial portion of the goods or services, then the business must also complete Part B, for the consolidated company.]

We do not have this breakdown at this time.

Part A – Employee Diversity Breakdown Table for Primary Location

				M-----a-----l-----e-----s					F-----m-----a-----l-----e-----s				
Employment Category	Total Employees	Total Males	Total Females	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger													
Professional													
Labor													
Clerical													
Totals													

We do not have this breakdown at this time.

Part B – Employee Diversity Breakdown for the Consolidated Company

				M-----a-----l-----e-----s					F-----m-----a-----l-----e-----s				
Employment Category	Total Employees	Total Males	Total Females	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project Manger													
Professional													
Labor													
Clerical													
Totals													



SILVERSTEIN
PROPERTIES



CONTACT

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